DOCUMENT RESUME

ED 091 996 HE 005 555

AUTHOR Raider, Melvyn C.
TITLE Bibliography: Program-Planning-Budgeting System (PPBS) and Decision-Making, Budgeting and Planning Within the Context of Higher Education.
PUB DATE [72]
NOTE 11p.

EDRS PRICE MF-$0.75 HC-$1.50 PLUS POSTAGE
DESCRIPTORS *Bibliographies; *Decision Making; *Higher Education; *Program Budgeting; *Program Planning
IDENTIFIERS PPBS; *Program Planning Budgeting Systems

ABSTRACT

This document presents a 143-item bibliography concerning program planning budgeting systems and decision making, budgeting, and planning within the context of higher education. Citations are categorized according to books, articles, monographs, reports, and other sources. (MJM)

ED 091996

U S DEPARTMENT OF HEALTH, EDUCATION & WELFARE
NATIONAL INSTITUTE OF EDUCATION
THIS DOCUMENT HAS BEEN REPRODUCED EXACTLY AS RECEIVED FROM THE PERSON OR ORGANIZATION ORIGINATING IT. POINTS OF VIEW OR OPINIONS STATED DO NOT NECESSARILY REPRESENT OFFICIAL NATIONAL INSTITUTE OF EDUCATION POSITION OR POLICY

Program Budgeting Systems and
Decision-Making Stages and Phases within the
Context of Higher Education

Marilyn C. Haider, Ph.D.

Alexis, Marcus and Wilson, Charles Z., Eds., Organizational Decision Making. Englewood Cliffs, New Jersey: Prentice-Hall, Inc., 1967.

Anthony, Robert N. Planning and Control Systems: A Framework for Analysis. Boston: Graduate School of Business Administration, Harvard University, 1965.

Argenti, John. Corporate Planning: A Practical Guide. Homewood, Illinois: Dow Jones-Irwin, Inc., 1968.

Blake, Robert R. and Mouton, Jane S. Group Dynamics - Key to Decision Making. Houston, Texas: Gulf Publishing Company, 1961.

Boulding, Kenneth. The Image. Ann Arbor: University of Michigan Press, 1956.

Branch, Melville C. The Corporate Planning Process. New York: American Management Association, 1962.

Bridges, Francis J., Olin, Kenneth W., and Barnhill, J. Allison. Management Decisions and Organizational Policy. Boston, Massachusetts: Allyn and Bacon, Inc., 1971.

Bush, Gene A., editor. Dollars and Sense: Budgeting for Todays Campus. Chicago: McGraw-Hill Publishing Co., 1972.

Burkhead, Jesse. Government Budgeting. U.S.A.: John Wiley & Son, Inc., 1972.

Chamberlain, Neil W. Private and Public Planning. New York: McGraw-Hill Book Co., 1965.

Collier, James R. Effective Long Range Business Planning. New Jersey: Prentice-Hall, Inc., 1968.

Cooper, Joseph D. The Art of Decision-Making. Garden City, New York: Doubleday and Company, Inc., 1961.

Cotton, Donald B. Company-Wide Planning: Concepts and Practices. New York: The Macmillan Company, 1970.

HE 005 555

Davis, James W. Jr., editor. Politics, Programs and Budgets: A Reader in Government Budgeting. Englewood Cliffs, New Jersey: Prentice-Hall, Inc., 1969.

Denning, Basil W., editor. Corporate Planning: Selected Concepts. New York: McGraw-Hill Book Co., 1971.

Deverell, C. S. Management Planning and Control. London: Gee and Company Publishers Limited, 1967.

Drucker, Peter. Drucker on Management. London: Management Publications Limited, 1970.

Drucker, Peter F. Managing for Results: Economic Tasks and Risk Taking Decisions. New York: Harper & Row Publishers, 1964.

Ewing, David W. The Practice of Planning. New York: Harper and Row, Publishers, Inc., 1968.

Ewing, David W., Ed. Long Range Planning for Management. New York: Harper & Row Publishers, 1958.

Folsom, Marion B. Executive Decision Making. New York: McGraw-Hill Book Company, Inc., 1962.

Golembiewski, Robert T., editor. Public Budgeting and Finance: Readings in Theory and Practice. Illinois: F. E. Peacock Publisher, Inc., 1968.

Gore, William and Dyson, J.W., Editors. The Making of Decisions. London: The Free Press of Glencoe, 1964.

Green, John L. Jr. Budgeting in Higher Education. Athens, Georgia: University of Georgia Business and Finance Office, 1971.

Gupta, B. N. Government Budgeting. India: Asia Publishing House, 1967.

Halford, D.R.C. Business Planning: A Practical Guide for Management. David and Charles Publishers Limited, 1971.

Hansen, W. Lee and Weisbrod, Burton A. Benefits, Costs and Finance of Public Higher Education. Chicago: Markham Publishing Co., 1969.

Hardwick, C. T. and Landuyt, B. F. Administrative Strategy and Decision Making. Cincinnati: South-Western Publishing Company, 1966.

Hartley, Harry J., editor. Educational Planning - Programming - Budgeting: A Systems Approach. Englewood Cliffs, New Jersey: Prentice-Hall, Inc., 1968.

Haveman, Robert H. and Margolis, Julius, eds., Public Expenditures and Policy Analysis. Chicago: Markham Publishing Co., 1970.

Hirsh, Weiner Z. State and Local Program Budgeting. Los Angeles, California: University of California, 1968. Reprint No. 37.

Hitch, Charles J. Decision-Making for Defense. Berkeley and Los Angeles: University of California Press, 1966.

Hungate, Thad L. Finance in Educational Management of Colleges and Universities. New York: Teachers College, Columbia University, 1954.

Hungate, Thad L. Management in Higher Education. New York: Teachers College, Columbia University, 1964.

Hussey, D. E. Introducing Corporate Planning. New York: Pergamon Press, 1971.

James, Thomas H. The New Cult of Efficiency and Education. Pittsburgh, Pennsylvania: University of Pittsburgh Press, 1969.

Johnson, Charles B. and Katzenmeyer, William G., editors. Management Information Systems in Higher Education: The State of Art. Durham, North Carolina: Duke University Press, 1969.

Johnson, Rossall, J. Executive Decisions. Cincinnati: South-Western Publishing Company, 1963.

Jones, Manley Howe. Executive Decision Making, Homewood, Illinois: Richard D. Irwin, Inc., 1957.

Knight, W.D. and Weinwurn, E.H. Managerial Budgeting. New York: MacMillan Company, 1964.

Kohler, Eric L. and Wright, Howard W. Accounting in the Federal Government. Englewood Cliffs, New Jersey: Prentice-Hall, Inc., 1956.

Lawrence, Ben; Weathersby, George and Patterson, Virginia, eds., Outputs of Higher Education: Their Identification, Measurement and Evaluation. Boulder, Colorado: Western Interstate Commission for Higher Education, July, 1970.

LeBreton, Preston P. General Administration: Planning and Implementation. New York: Holt, Rinehart, and Winston, Inc., 1964.

LeBreton, Preston P. and Henning, Dale A. Planning Theory. Englewood Cliffs, New Jersey: Prentice-Hall, 1961.

Levin, Melvin R. and Shank, Alan, editors. Educational Investment in an Urban Society: Costs, Benefits, and Public Policy. New York: Teacher's College Press: Columbia University, 1970.

Lewin, Kurt. Resolving Social Conflicts. New York: Harper and Brothers, 1948.

Lyden, Fremont J. and Miller, Ernest G., editors. Planning - Programming - Budgeting: A Systems Approach to Management. Chicago: Markham Publishing Co., 1967.

Mailick, Sidney and Van Ness, editors. Concepts and Issues in Administrative Behavior. Englewood Cliffs, New Jersey: Prentice-Hall, Inc., 1962.

McKean, Roland N. Public Spending. New York: McGraw-Hill Book Co., 1969.

Miller, James L. Jr. State Budgeting for Higher Education: The Use of Formulas and Cost Analysis. Ann Arbor: University of Michigan, 1964.

Moos, Malcom and Rourke, Francis E. The Campus and the State. Baltimore: John Hopkins Press, 1959.

Novick, David, ed. Program Budgeting. Cambridge, Mass.: Howard University Press, 1964.

Parden, Robert J. An Introduction to Planning, Programming, Budgeting, An Evaluation for Colleges and Universities. Santa Clara, California: University of Santa Clara, 1970.

Pfieffer, John. New Look at Education: Systems Analysis in our Schools and Colleges. New York: The Odyssey Press, 1968.

Plane, Donald R. and Kochenberger, Gary A. Operations Research for Managerial Decisions. Homewood, Illinois: Richard D. Irwin, Inc., 1972.

Presanis, Aris. Corporate Planning in Industry. London: Business Publications Limited, 1968.

Presidents Commission on Budget Concept, editors. Staff Papers and Other Materials Reviewed by the Presidents Commission. Washington: U. S. Government Printing Office, 1967.

Presidents Committee on Government and Higher Education. The Efficiency of Freedom. Baltimore: John Hopkins Press, 1959.

Scheps, Clarence and Davidson, E.E. Accounting for Colleges and Universities. Baton Rouge: Louisiana State University Press, 1970.

Schietinger, E.F. Introductory Papers on Institutional Research. Atlanta, Georgia: Southern Regional Education Board, 1968.

Schultze, Charles L. The Politics and Economics of Public Spending. Washington, D.C.: The Brookings Instituion, 1968.

Simon, Herbert A. Administrative Behavior. New York: The Macmillan Company, 1961.

Steiner, George A., editor. Managerial Long-Range Planning. New York: McGraw-Hill Book Company, Inc., 1963.

Steiner, George A. Top Management Planning. New York: The Macmillan Company, 1969.

Steiner, George A. and Cannon, Warren M. Multinational Corporate Planning. New York: The Macmillan Company, 1966.

Subcommittee on National Security and International Operations. Planning, Programming, Budgeting. Washington, D.C.: U.S. Government Printing Office, 1970.

Van Dyke, George E., editor. College and University Business Administration. Washington, D.C.: American Council on Education, 1968.

Vatter, William J. Operating Budgets. Belmont, California: Wadsworth Publishing Company, Inc., 1969.

Weinwurm, Ernest H. and Weinwurm, George F. Long Term Profit Planning. American Management Association, Inc., 1971.

Welsh, Glenn. Budgeting: Profit Planning and Control. Englewood Cliffs, New Jersey: Prentice-Hall, Inc., 1957.

Welsh, Glenn. Budgeting: Profit Planning and Control. Englewood Cliffs, New Jersey: Prentice-Hall, Inc., 1971.

Wildavsky, Aaron. The Politics of the Budgetary Process. Boston: Little Brown and Company, 1964.

Williams, Harry. Planning for Effective Resource Allocation in Universities. Washington, D.C.: American Council on Education, 1966.

Woodburne, Lloyd S. Principles of College and University Administration. Stanford, California: Stanford University Press, 1958.

Articles

Baughman, G.W. and Brady, Ronald. "Towards a Theory of University Management," in Charles B. Johnson and William G. Katzenmeyer. Management Information Systems in Higher Education: The State of the Art. Durham, North Carolina: Duke University Press, 1969.

Brady, Ronald W. "Budget System: Key to Planning," College Management, Vol. 5, No. 1 (January, 1970).

Brandl, John E. "Education Program Analysis at HEW," in Robert H. Haveman and Julius Margolis, editors. Public Expenditures and Policy Analysis. Chicago: Markham Publishing Co., 1970.

Brandl, John E. "Public Service Outputs of Higher Education," in Ben Lawrence and George Weathersby, Outputs of Higher Education: Their Identifications, Measurement and Evaluation. Boulder, Colorado: Western Interstate Commission for Higher Education, July, 1970.

Capron, William M. "The Impact of Analysis on Bargaining in Government," in James W. Davis, Jr., Politics, Programs and Budgets: A Reader in Government Budgeting. Englewood Cliffs, New Jersey: Prentice-Hall, Inc., 1969.

Capron, William M. "PPB and State Budgeting," Public Administration Review, Vol. 24, No. 2 (March-April, 1969).

Carlson, Jack W. "The Status and Next Steps for Planning, Programming, and Budgeting," in Robert H. Haveman and Julius Margolis, Public Expenditures and Policy Analysis. Chicago: Markham Publishing Co., 1970.

Diesing, Paul A. "Noneconomic Decision-Making," in Alexis, Marcus and Wilson, Charles, eds., Organizational Decision-Making. Englewood Cliffs, New Jersey: Prentice-Hall, Inc., 1967.

Dill, William R. "Administrative Decision-Making," in Mailick, Sidney and Van Ness, Edward, editors, Concepts and Issues in Administrative Behavior. Englewood Cliffs, New Jersey: Prentice-Hall, Inc., 1962.

Drew, Elizabeth. "HEW Grapples with PPBS," The Public Interest, No. 8 (Summer, 1967).

Glee, Gilbert H. "Organizing for Multinational Planning," in Steiner, George A. and Cannon, Warren M., editors. Multinational Corporate Planning. New York: The Macmillan Company, 1966.

Dilley, Frank B. "Program Budgeting in a University Setting," Educational Record, Vol. 47, No. 4 (Fall, 1966).

Drucker, Peter F. "Long Range Planning Means Risk Taking," in Ewing, David W., editor, Long Range Planning for Management. New York: Harper and Row Publishers, 1958.

Friedmann, John, "A Conceptual Model for the Analysis of Planning Behavior," in Basil W. Denning, ed., Corporate Planning: Selected Concepts. New York: McGraw-Hill Book Co., 1971.

Gilmore, Frank and Brandenberg, R.G. "Anatomy of Corporate Planning," Harvard Business Review, Vol. 40, (November-December, 1962).

Gore, William. "Decision-Making Research: Some Prospects and Limitations," in Mailick, Sidney and Van Ness, Edward, eds., Concepts and Issues in Administrative Behavior. Englewood Cliffs, New Jersey: Prentice-Hall, Inc., 1962.

Greenhouse, Samuel M. "The Planning - Programming - Budgeting System: Rationale Language and Idea Relationships," Public Administration Review (December, 1966).

Gross, Bertram M. "The New Systems Budgeting," Public Administration Review, Vol. 24, No. 2 (March-April, 1967).

Hoffman, Fred S. "Public Expenditure Analysis and the Institutions of the Executive Branch," in Robert H. Haveman and Julius Margolis, Public Expenditures and Policy Analysis. Chicago: Markham Publishing Co., 1970.

Koontz, Harold and O'Donnell, Cyril. "The Nature and Purpose of Planning," in Ewing, David W., ed., Long Range Planning for Management. New York: Harper and Row Publishers, 1958.

Lewis, Verne B. "Toward a Theory of Budgeting," in Fremont J. Lyden and Ernest G. Miller, Planning, Programming, Budgeting: A Systems Approach to Management. Chicago: Markham Publishing Co., 1967.

Lundberg, Craig C. "Administrative Decisions, A Scheme for Analysis," in Gore, William and Dyson, J.W., eds., The Making of Decisions. London: The Free Press of Glencoe, 1964.

Magee, John F. "Decision Trees for Decision Making," Harvard Business Review, Vol. 42 (July-August, 1964).

Marvin, Keith E. and Rouse, Andrew M. "The Status of PPB in Federal Agencies: A Comparative Perspective," in Robert H. Haveman and Julius Margolis, eds., Public Expenditures and Policy Analysis. Chicago: Markham Publishing Co., 1970.

Mosher, Frederick C., "Limitations and Problems of PPBS in the States," Public Administration Review, Vol. 24, No. 2 (March-April, 1969).

Murdick, Robert G. "Nature of Planning and Plans," in Denning, Basil W., ed., Corporate Planning: Selected Concepts. New York: McGraw Hill Book Co., 1971.

Neff, Charles, "Planning and Governance," Journal of Higher Education, Vol. 42, No. 2 (February, 1971).

Peterson, Marvin W. "The Potential Impact of PPBS on Colleges and Universities," Journal of Higher Education, Vol. 42, No. 4 (April, 1969).

"Program Budgeting Popularity," College and University Business, Vol. 46, No. 4 (April, 1969).

Rivlin, Alice M. "The Planning, Programming and Budgeting System in the Department of Health, Education and Welfare: Some Lessons from Experience," in Robert H. Haveman and Julius Margolis, eds., Public Expenditures and Policy Analysis. Chicago: Markham Publishing Co., 1970.

Schick, Allen, "The Road to PPB: The Stages of Budget Reform," in James W. Davis, ed., Politics and Budgets: A Reader in Government Budgeting. Englewood Cliffs, New Jersey: Prentice-Hall Inc., 1969.

Shubik, Martin, "Approaches to the Study of Decision-Making Relevant to the Firm," in Gore, William and Dyson, J.W., eds., The Making of Decisions. London: The Free Press of Glencoe, 1964.

Simon, Herbert A. "A Behavioral Model of Rational Choice," in Alexis, Marcus and Wilson, Charles, eds., Organizational Decision-Making. Englewood Cliffs, New Jersey: Prentice-Hall, Inc., 1967.

Simon, Herbert A. "The Decision Maker as Innovator," in Mailick, Sidney and Van Ness, Edward, eds., Concepts and Issues in Administrative Behavior. Englewood Cliffs, New Jersey: Prentice-Hall, Inc., 1962.

Simon, Herbert A. "New Techniques for Programmed Decision Making," in Schatz, Harry A., ed., Social Work Administration: A Resource Book. New York: New York, Council on Social Work Education, 1970.

Simon, Herbert A. "Theories of Decision-Making in Economics and Behavioral Science," in Alexis, Marcus and Wilson, Charles, eds., Organizational Decision-Making. Englewood Cliffs, New Jersey: Prentice-Hall, Inc., 1967.

Smithies, Arthur, "Conceptual Framework for the Program Budget," in Program Analysis and the Federal Budget, edited by David Novick. Cambridge, Mass.: Harvard University Press, 1965.

Tough, T. and Sharp, Jr "A Systems Approach to Budgeting Can Open Communication Bottlenecks," College and University Business, Vol. 46, No. 4.

U.S. General Accounting Office, Glossary for Systems Analysis and Planning - Programming - Budgeting (October, 1969).

Weidenbaum, Murray L. "Program Budgeting - Applying Economic Analysis to Government Expenditure Decisions," in Fremont L. Lyden and Ernest G. Miller, eds., Planning, Programming, Budgeting: A Systems Approach to Management. Chicago: Markham Publishing Co., 1970.

Wildavsky, Aaron, "The Political Economy of Efficiency," The Public Interest, No. 8 (Summer, 1967).

Wildavsky, Aaron, "Rescuing Policy Analysis from PPBS," Educational Investment in an Urban Society: Costs, Benefits and Public Policy. New York: Teacher's College Press, Columbia University, 1970.

Wiseman, Jack, "Cost-Benefit Analysis in Education," in Melvin R. Levin and Alan Shank, eds., Educational Investment in an Urban Society: Costs, Benefits and Public Policy. New York: Teacher's College Press, Columbia University, 1970.

Reports and Monographs

Commonwealth of Pennsylvania, Planning - Programming - Budgeting System for Higher Education. Pennsylvania: 1970. (Handbook)

Coordinating Council for Higher Education, "The Development of the State's Programming and Budgeting System in California Public Higher Education." (A Staff Report, 68-16, Act 1968).

The Council of State Governments, State Reports on Five-Five-Five: A Pilot Project on Planning - Programming - Budgeting Systems (Chicago: May, 1968).

Dyer, James S., The Use of PPBS in a Public System of Higher Education: Is It Cost-Effective, (Santa Monica, California: Rand Corporation, 1969). Distributed by Clearinghouse for Federal Scientific and Technical Information.

Eidell, Terry L. and Nagle, John M. PPBS and Data - Based Educational Planning, (Eugene, Oregon: Center for the Advanced Study of Educational Administration, January, 1970), p. 14. (Eric Document Reproduction Service).

Farmer, James. Why Planning - Programming - Budgeting Systems, PPBS for Higher Education? (Boulder, Colorado: Western Interstate Commission for Higher Education, February, 1970).

Firmin, Peter A., et al. University Cost Structure and Behavior. A final report, contract NSF-C451, National Science Foundation (Washington, D.C., August 31, 1967).

Freeman, Tom M. Budgeting Procedures and Formulas of Selected Systems of Higher Education. Presented at Michigan Council of State College Presidents, June 5, 1964.

Haggart, S.A. Developing a Program Budgeting System as an Aid in Planning Higher Education, (Santa Monica, California: The Rand Corporation, November, 1969).

Jones, Carl, A Model of a Systems Analysis Study, (Springfield, Virginia: Clearinghouse for Federal Scientific and Technical Information, July, 1969).

Lee, Robert R. The Federal Government's Planning - Programming - Budgeting System, (Washington, D.C.: U.S. Bureau of the Budget, 1966).

McAbee, Harold V. The Oregon Planning - Programming - Budgeting Systems Institute: Final Report, (Washington, D.C.: U.S. Office of Education, December 31, 1968).

McKinney, T. Harry, Accounting Classifications for State Institutions of Higher Education in Michigan, (Lansing, Michigan: Michigan State University, June 1961).

Mushkin, Selma J. "PPB in Cities," Public Administration Review, Vol. 24, No. 2 (March-April, 1969).

Mushkin, Selma J. and Wilcox, M. An Operative PPB System, A Collaborative Undertaking in the States, (Washington, D.C.: The George Washington University, 1968).

National Education Association Committee on Education Finance, Planning for Educational Development in a Planning - Programming - Budgeting - System, (Washington, D.C.: The George Washington University, 1968).

Novick, David, Origin and History of Program Budgeting, (Santa Monica, California: The Rand Corporation, 1966). Clearinghouse for Federal Scientific and Technical Information.

Pele, P.K. and Bunting, D.G. Program Budgeting for the School Administrator: A Review of Dissertations and Annotated Bibliography, (Eugene, Oregon: Eric Clearinghouse on Educational Administration, September, 1969).

Quade, E.S. "Systems Analysis Techniques for Planning-Programming-Budgeting," P3322 (Santa Monica, California: The Rand Corporation, March 1966).

State of Michigan, PBES Glossary, Letter to Institutions of Higher Education in the State Of Michigan, March 26, 1971. (Attachment D).

State of New York, Bureau of the Budget, Guidelines for Planning - Programming - Budgeting, (Albany, New York: Office of Planning Coordination, 1968).

Swanson, John, Arden, Wesley and Still, Homer E. Jr. Financial Analysis of Current Operation of Colleges and Universities, (Ann Arbor: The University of Michigan, 1966).

Yardsticks and Formulas in University Budgeting. Report of a seminar on the budgeting process for higher education in western states (Boulder, Colorado: June, 1959). Second printing.

Ziemer, Gordon, Young, Michael and Topping, James. Cost Finding Principles and Procedure (Boulder, Colorado: National Center for Higher Education Management Systems, November, 1971).

Other Sources

Bartch, Dale E. "An Examination of the Implementation of a Program Planning Budgeting System in a Community College," Unpublished doctoral dissertation, Wayne State University, 1970.

Schlafmann, Norman J. "An Examination of the Influence of the State Legislature on the Educational Policies of the Constitutionally Incorporated Colleges and Universities of Michigan Through Enactment of Public Acts from 1851 Through 1970." Unpublished Ph.D. dissertation, Michigan State University, 1970.